



# Community Snapshot

A quick view of Eugene's performance  
in Fiscal Year 2004

This report was made possible by the generous support of the National Center for Civic Innovation through a Government Performance Reporting Demonstration Project grant. To learn more, visit <http://www.nationalcenterforcivicinnovation.org>

## New approach to performance reporting

Welcome to the City of Eugene's first annual *Community Snapshot*, which is designed to make information about the City of Eugene's performance more accessible and useful. Using a broad range of performance measure types, *Community Snapshot* identifies key indicators of the City's health and offers an overview of how (and how well) the diverse efforts of the City's various services contribute to achieving the strategic goals set by the City Council.

## City performance measurement efforts

A recurring recipient of a Certificate of Distinction from the International City/County Management Association's Center for Performance Measurement (ICMA), the City is recognized for its well-developed performance management system. We use more than 600 measures to monitor performance for 37 City services and publish data for nearly 400 of those performance measures annually in the budget document. For a comprehensive view of how extensively the City measures its performance and the relationship between resources and performance, the budget document is the best resource and is available online at: <http://www.eugene-or.gov>, click on "city hall" then "performance" then open up FY06 Service Budget.

This report, on the other hand, uses a smaller group of indicators to measure what matters most to residents and to illustrate how the City is achieving important community outcomes. Using the framework of the Eugene City Council's Vision and Goals Statement, *Community Snapshot's* measures were selected for their ability to communicate meaningful information that is relevant to the City's strategic goals and to the issues community members have identified as most important.

## Help us make it better

As the City's first annual performance report, *Community Snapshot* is a work in progress. We seek your feedback to help guide the development of future editions. Please review this report and let us know which aspects were most helpful and what improvements would make next year's report more meaningful and useful. E-mail comments to: [serviceimprovement@ci.eugene.or.us](mailto:serviceimprovement@ci.eugene.or.us)

## What matters most in Eugene

The City organization works to realize the vision and goals identified by the City Council. These goals serve as a guidepost for Council in making policy decisions, and for staff in delivering services. In *Community Snapshot*, they are used as a frame for viewing how the City is working toward achieving those goals.

### **Eugene City Council Vision and Goals Statement**

The Eugene City Council's vision is to:

- Value all people, encouraging respect and appreciation for diversity, equity, justice, and social well-being. We will embrace our differences as the source of our strength, and the basis for our success;
- Preserve our physical assets and natural resources. We will sustain our pristine water, clean air, beautiful parks and open spaces, livable and safe neighborhoods, and foster a vibrant downtown, including a stable infrastructure;
- Encourage a strong and vibrant economy, fully utilizing our educational and cultural assets. We will ensure that every person can achieve financial security, enjoy the fruits of their labor, and operate within a sustainable economic structure where business thrives.

#### **Safe Community**

A community where people feel safe, valued, and welcomed

#### **Sustainable Development**

A community that meets its present environmental, economic, and social needs without compromising the ability of future generations to meet their own needs

#### **Accessible and Thriving Culture and Recreation**

A community that recognizes that the arts and outdoors are integral to the social and economic well-being of the community and should be available to all

#### **Effective and Accountable Municipal Government**

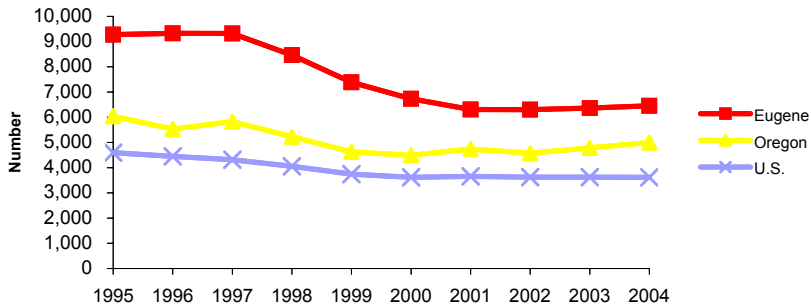
A government that works openly, collaboratively, and fairly with the community to achieve measurable and positive outcomes

#### **Fair, Stable, and Adequate Financial Resources**

A government whose ongoing financial resources are based on a fair and equitable system of revenues and are adequate to maintain and deliver municipal services

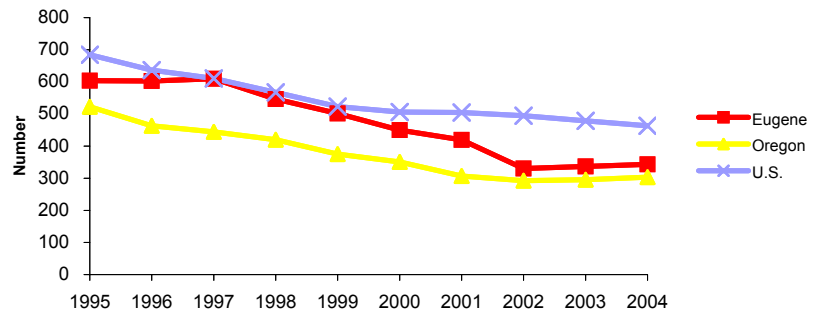
# Safe Community

Property crimes per 100,000 population

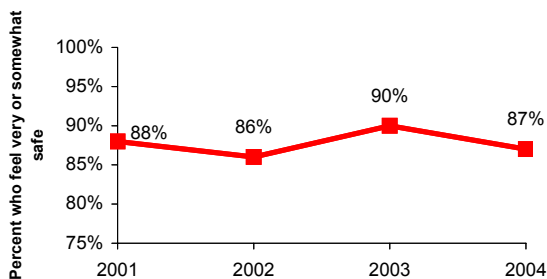


While Eugene's violent and property crime rates have decreased significantly over the past decade, the property crime rate remains higher than Oregon or the U.S.

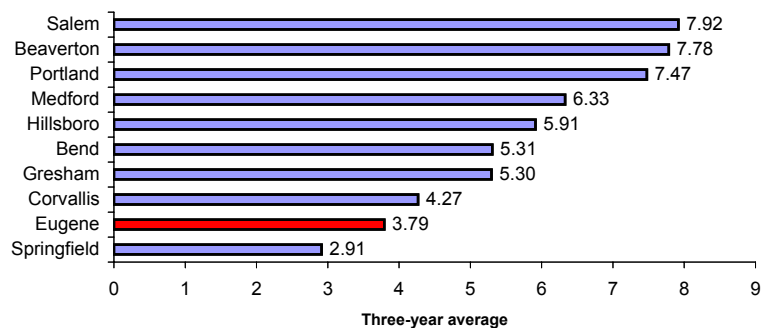
Violent crimes per 100,000 population



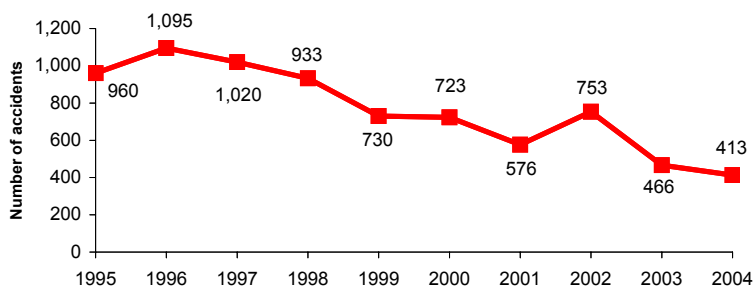
Percent of residents who feel safe walking alone in their neighborhoods after dark



Injury accidents per 1,000 population in Oregon cities over 50,000 population:  
Three-year average 2002-2004

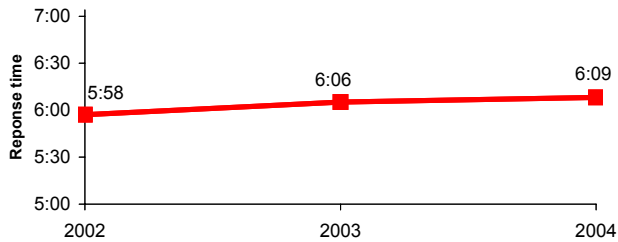


Number of injury accidents



## A community where people feel safe, valued, and welcomed

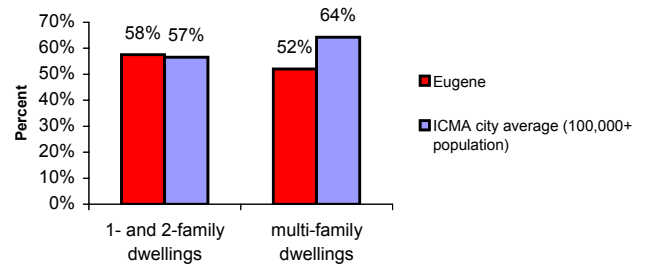
**Fire/EMS response time performance at the 80th percentile (emergency calls)**



Response time performance at the 80th percentile shows the time in which 80% of emergency calls have been reached and thus provides a realistic picture of the response time the community can expect.

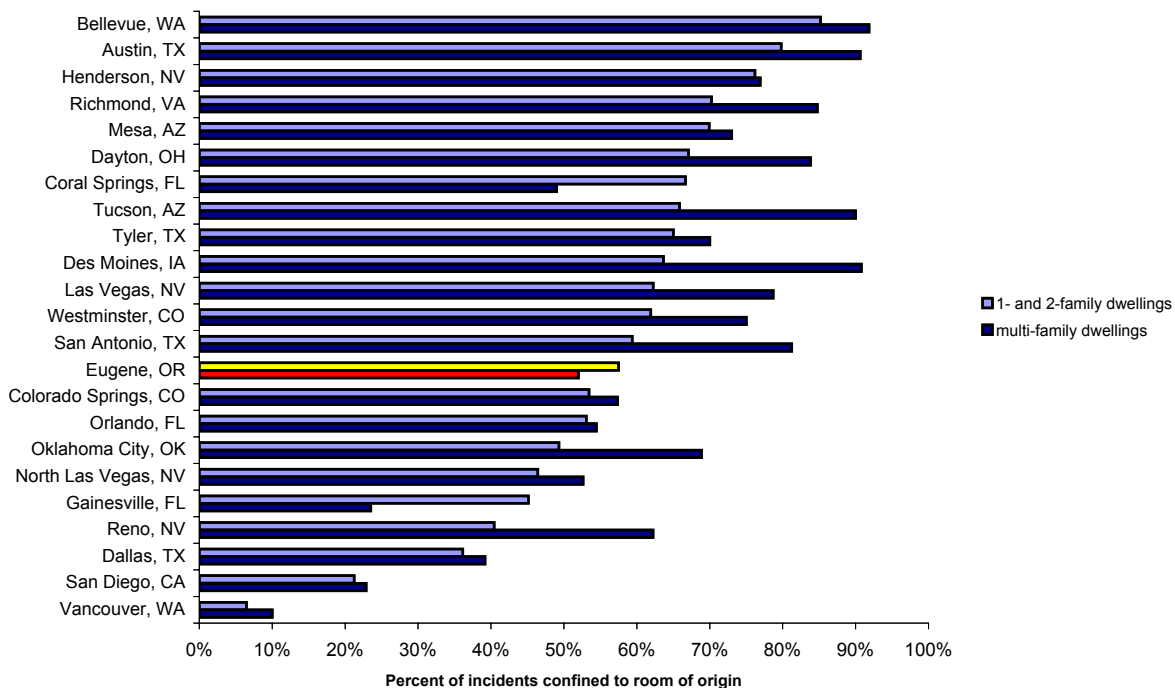
The International City/County Management Association (ICMA) Center for Performance Measurement collects data from more than 100 participating communities. This comparative data allows Eugene to better understand its own performance and to identify top performers and best practices.

**Residential structure fire incidents in which flamespread is confined to room of origin**



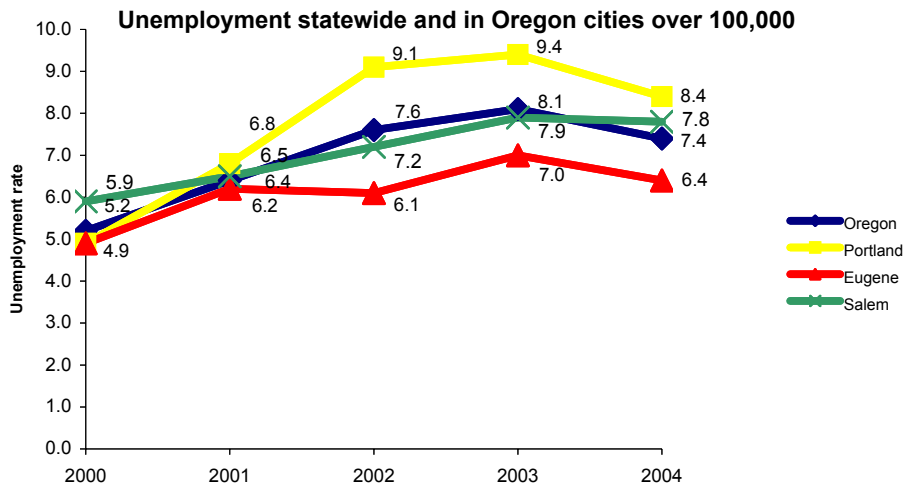
Source: ICMA Center for Performance Measurement, 2004

**Residential structure fire incidents in which flamespread is confined to room of origin:  
Ranking of ICMA cities over 100,000 population**



Source: ICMA Center for Performance Measurement, 2004

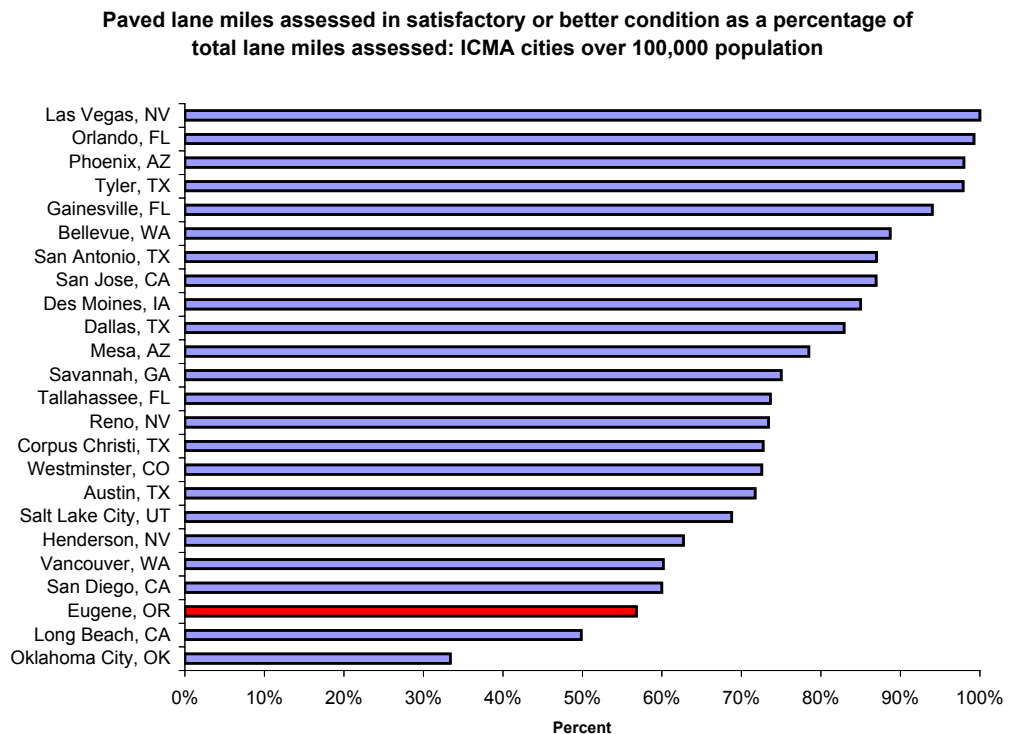
# Sustainable Development



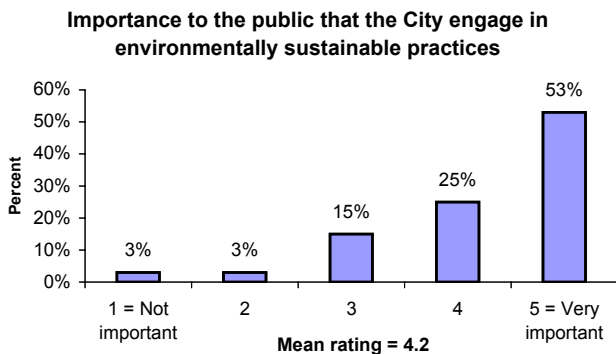
While unemployment in Eugene increased by nearly one-third (31%) from 2000 to 2004, it was overshadowed by a 42% increase both in Portland and statewide.

Only 57% of Eugene's paved lane miles were rated satisfactory or good, compared to an average of 73% for all ICMA cities.

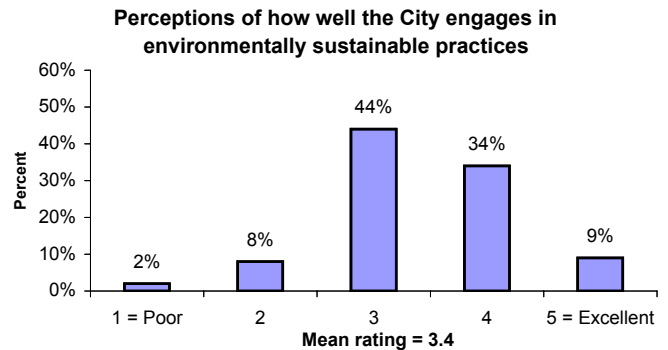
Eugene spent \$2,074.80 per paved lane mile on road rehabilitation, which is 15% less than the ICMA cities' average of \$2,432.70.



Source: ICMA Center for Performance Measurement, 2004



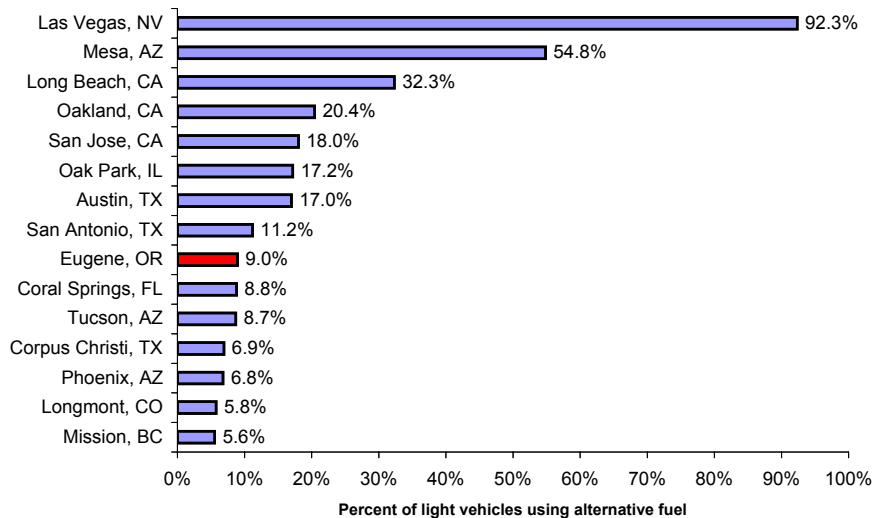
Source: City of Eugene Community Survey, November 2004



Source: City of Eugene Community Survey, November 2004

A community that meets its present environmental, economic, and social needs without compromising the ability of future generations to meet their own needs

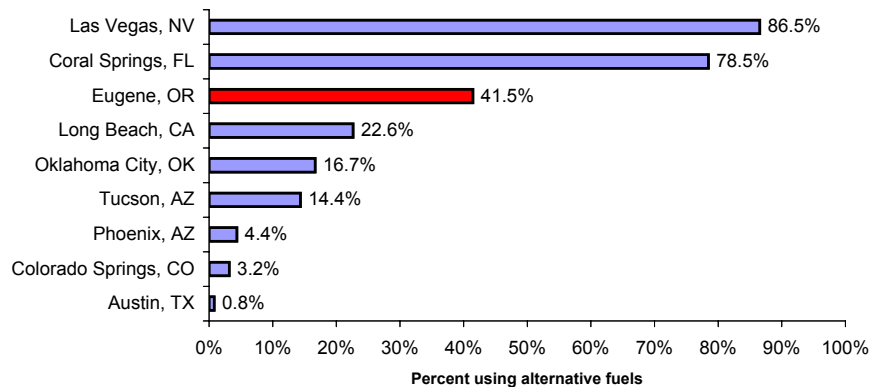
**Ranking of top 15 ICMA cities in percent of light vehicles using alternative fuel**



Source: ICMA Center for Performance Measurement, 2004

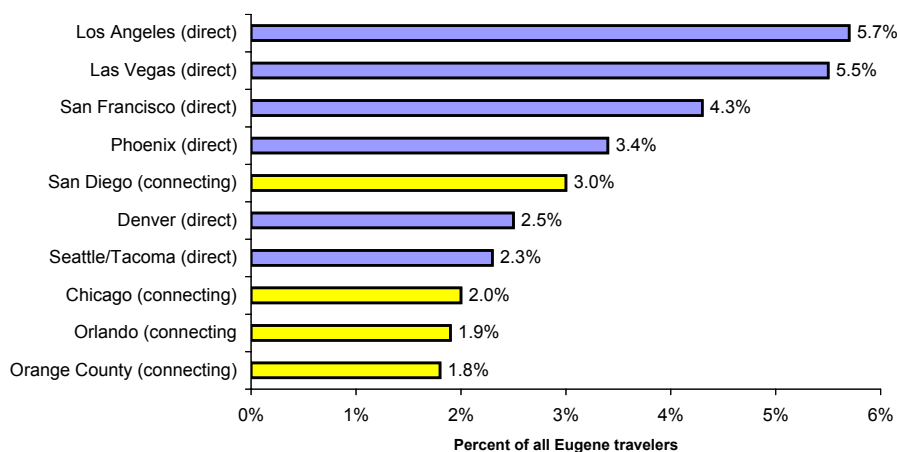
The City has set an ambitious goal to increase the percentage of hybrid sedans in its fleet to 40% by FY09, up from 12% in FY04.

**Ranking of ICMA cities by percent of medium-duty vehicles using alternative fuels**



Source: ICMA Center for Performance Measurement, 2004

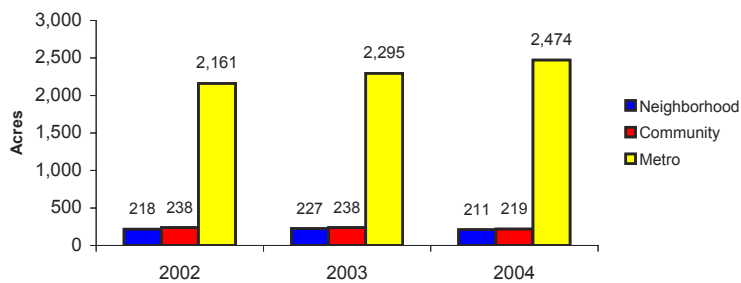
**Eugene passenger top-10 destinations**



Six of the top 10 destinations for Eugene-area travelers have direct service from Eugene Airport.

# Accessible and Thriving Culture and Recreation

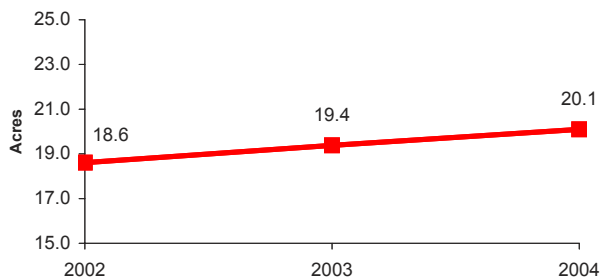
**Acres of park land by type**



Heavy users of City parks, Eugene voters in 1998 approved a \$25.3 million parks and open space bond measure to:

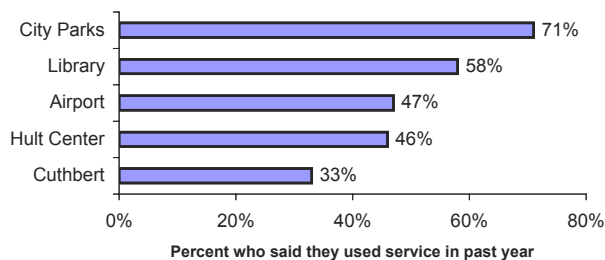
- Develop regional and community-wide recreation facilities
- Upgrade existing sports fields
- Develop neighborhood parks
- Acquire land for future parks
- Expand the Ridgeline Trail open space system

**Acres of park land per 1,000 residents**



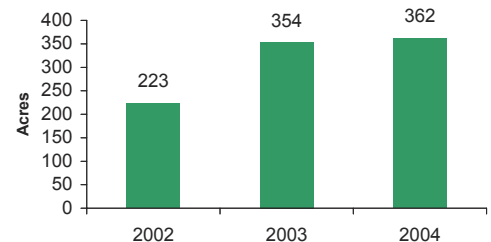
In FY04, the median ICMA city had 12.0 acres of park land per 1,000 residents, compared to 20.1 acres in Eugene.

**Five most-used City services per community survey**



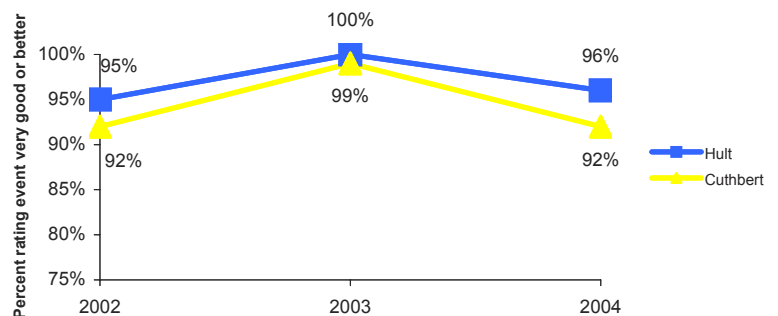
Source: City of Eugene Community Survey, November 2003

**Acres of Ridgeline open space acquired**



Residents value the community's abundant cultural and recreational amenities.

**Satisfaction with Hult and Cuthbert events**

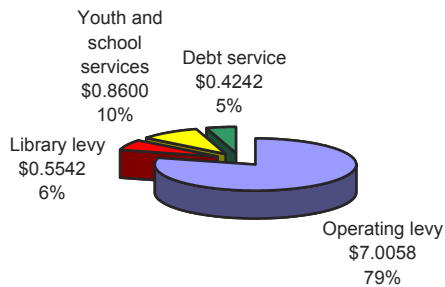


Source: Hult and Cuthbert user surveys



A community that recognizes that the arts and outdoors are integral to the social and economic well-being of the community and should be available to all

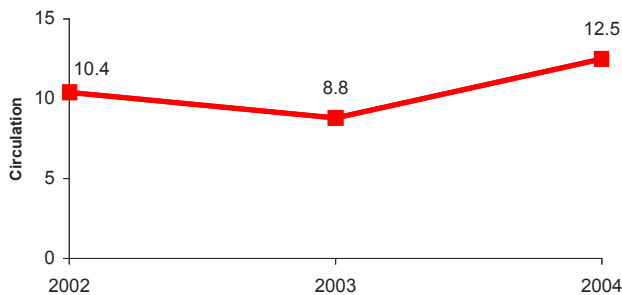
**City levy and tax rates per \$1,000 assessed value and as a percentage of total City taxes**



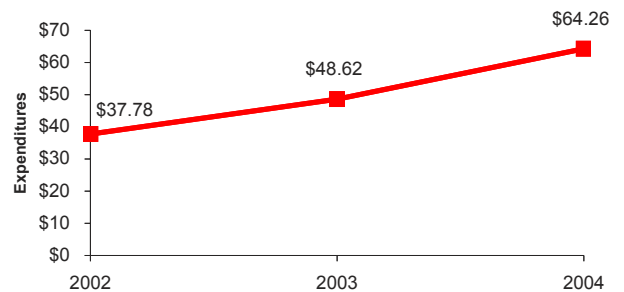
Eugene voters place a high value on education, passing local option levies supporting public library services as well as youth and school services.

In the 2003-2004 school year, Eugene taxpayers supplemented state K-12 education funding by contributing more than \$5.5 million to Eugene School District 4J and \$1.1 million to Bethel School District through the City of Eugene local option levy.

**Library circulation per capita**

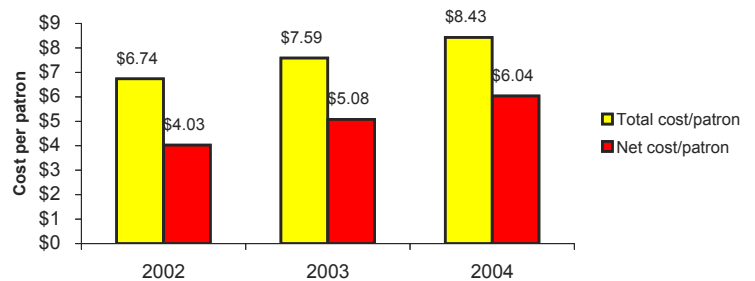


**Library expenditures per capita**

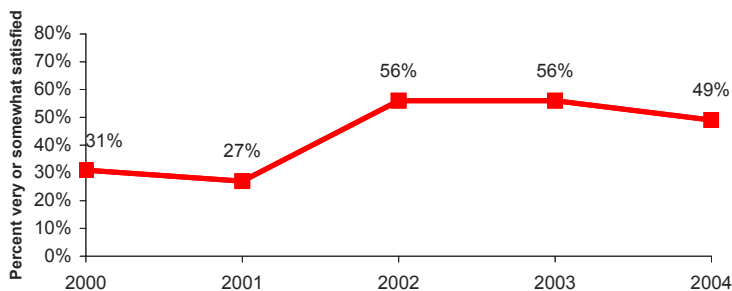


Swimming pools are the most heavily visited recreation facilities, with the largest number of activities, registrants, attendees and open hours. However, pools are the most expensive and energy-intensive of all the facilities the City operates. In FY04, the total utility cost for the pools was \$301,500.

**Aquatics cost per patron, total and net**



**Satisfaction with Downtown Eugene**

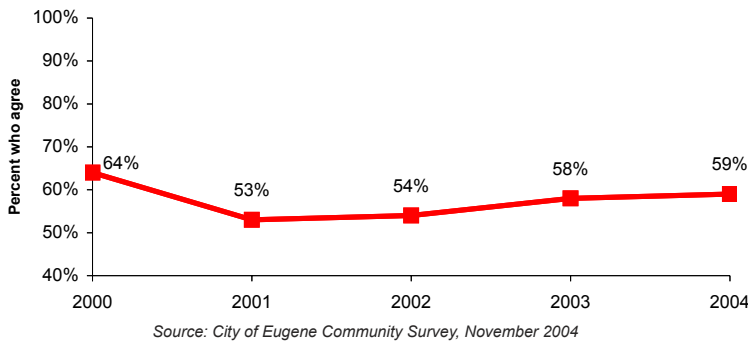


Satisfaction with Downtown Eugene improved following the Broadway Street reopening. However, despite significant arts and cultural activity, the district has room for improvement in public perception.

Source: City of Eugene Community Survey, November 2004

# Effective and Accountable Municipal Government

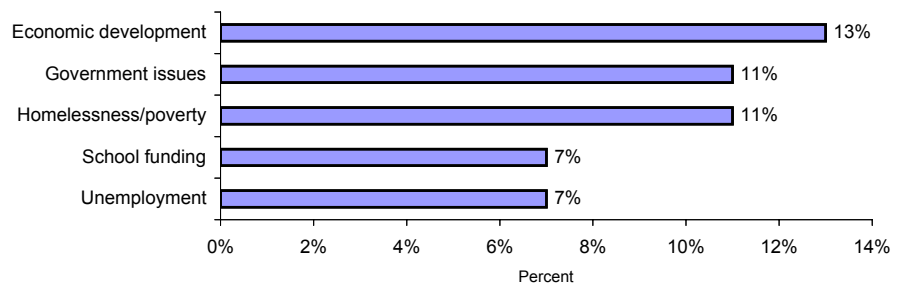
## Is the community headed in the right direction?



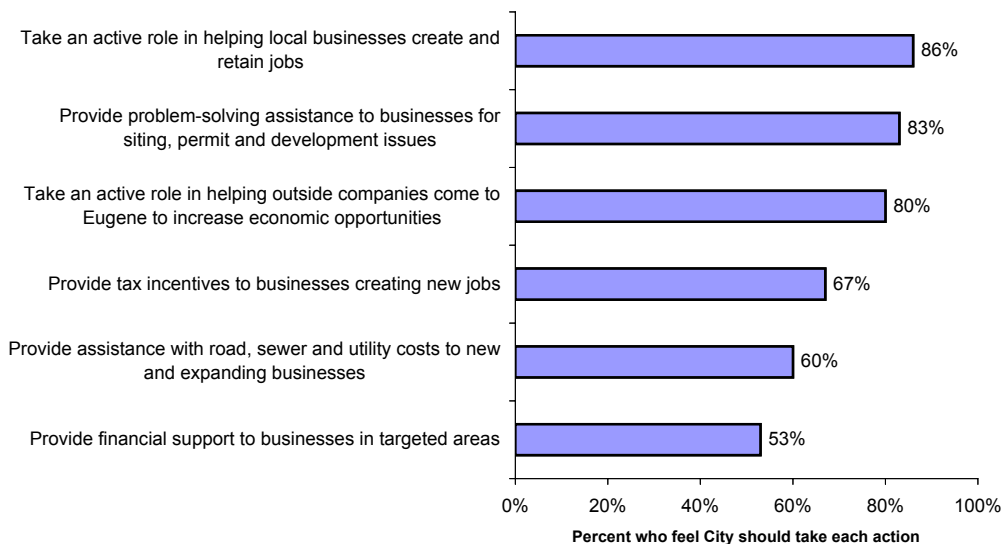
This indicator offers a quick read of the overall mood of the community.

Both economic development and unemployment have been identified as among the five most important problems facing Eugene in each of the last four community surveys.

## What is the most important problem facing Eugene?



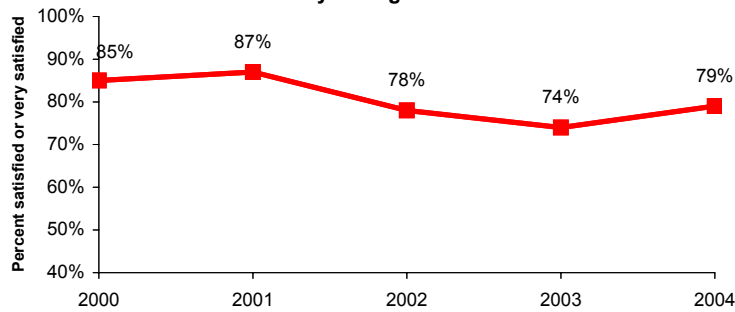
## Perceptions of role the City government should play in economic development



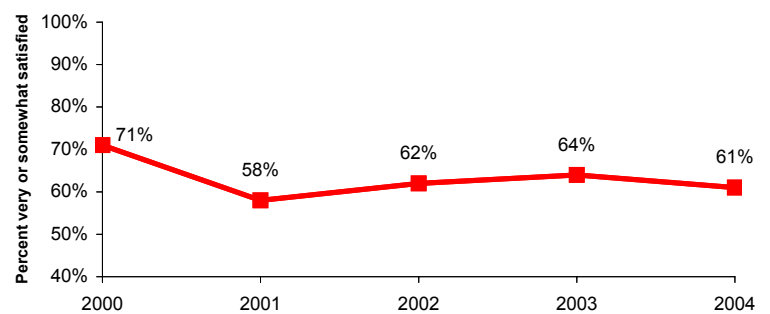
Economic development looms large on the list of issues that most concern residents. Most community survey respondents agree that the City should take an active role in economic development, but opinions differ on which strategies the City should employ.

A government that works openly, collaboratively, and fairly with the community to achieve measurable and positive outcomes

**Satisfaction with overall level of services provided by City of Eugene**

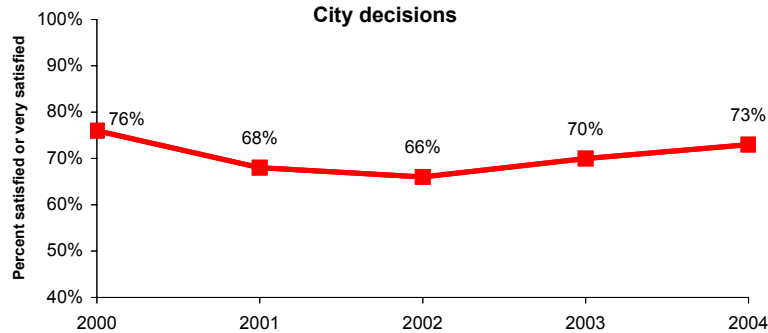


**Satisfaction with City government**



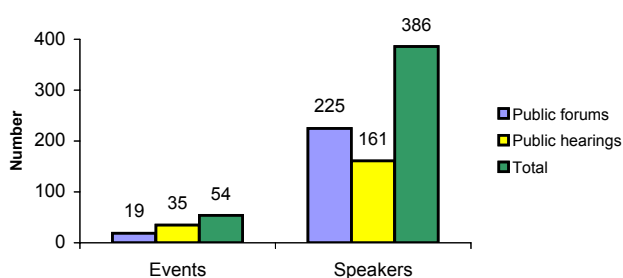
Source: City of Eugene Community Survey, November 2004

**Satisfaction with opportunities to give input on City decisions**



Source: City of Eugene Community Survey, November 2004

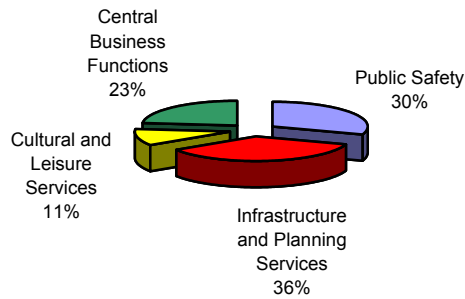
**Opportunities for the public to give input at City Council meetings**



The community places a high value on civic involvement. Eugene residents have the opportunity to take one of 200 seats on more than 30 boards, committees and commissions.

# Fair, Stable and Adequate Financial Resources

## City expenditures by service category



Two-thirds of the City's expenditures are for Public Safety and Infrastructure and Planning Services.

### Public Safety

Animal Control  
Call Taking/Dispatch  
Fire and Emergency Medical Services  
Municipal Court  
Police Services  
Public Safety Records  
Social Services  
Fire and EMS Administration  
Police Administration

### Infrastructure and Planning Services

Affordable Housing and Job Creation  
Airport  
Construction Permits  
Greater Downtown Services  
Infrastructure Management  
Land Use Permits  
Metro and Community Planning  
Parking  
Parks and Open Spaces  
Public Buildings and Facilities  
Solid Waste and Recycling  
Stormwater  
Transportation  
Urban Forestry  
Wastewater Collection and Treatment  
Zoning and Nuisance Administration  
PDD Administration  
Public Works Administration

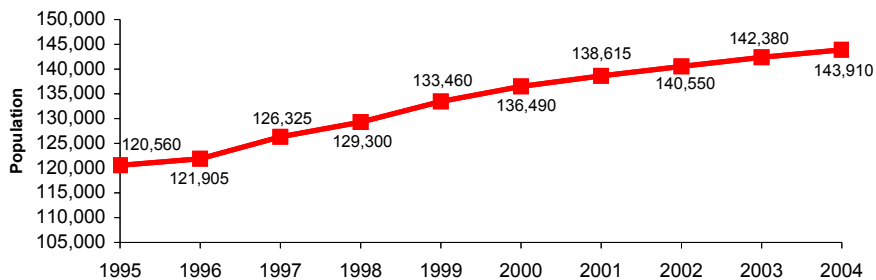
### Cultural and Leisure Services

Aquatics  
Athletics  
Community Arts and Services  
Hult Center/Cuthbert Amphitheater  
Library  
Senior Program  
Adaptive Recreation  
Youth and Family Recreation  
LRCS Administration

### Central Business Functions

Financial Services  
Fleet Services  
Governmental Services  
Human Resource Services  
Information Technology  
Neighborhood Services  
Central Services Administration

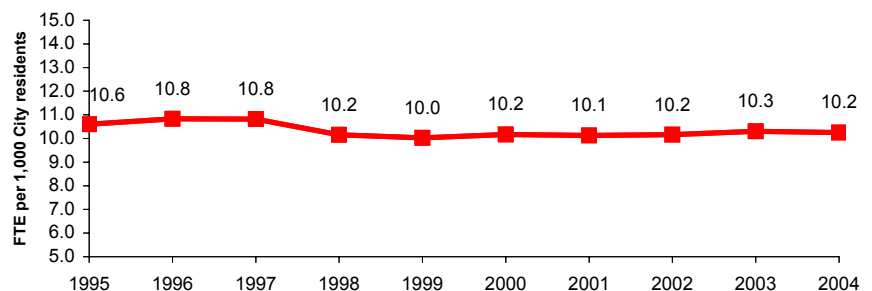
## Ten-year population growth



Source: Population Research Institute, Portland State University

While Eugene's population has increased 19% over the past 10 years, City staffing has only increased 15%.

## Ten-year trend of City FTE per 1,000 residents



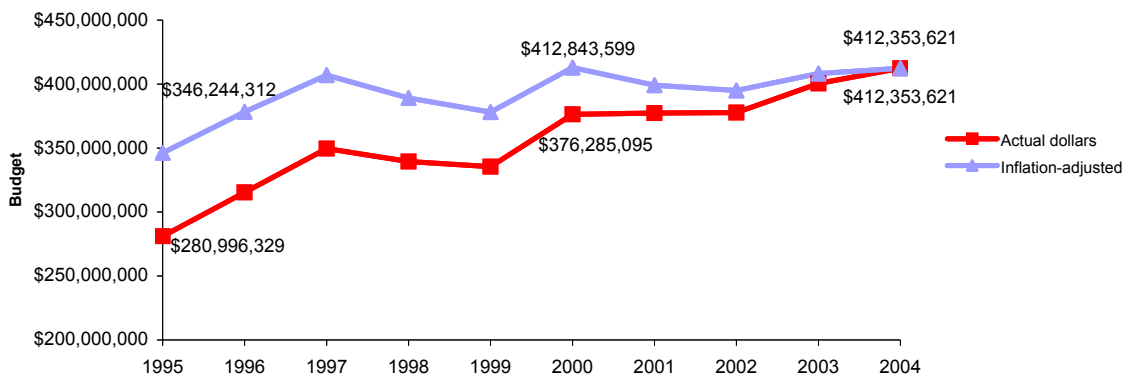
A government whose ongoing financial resources are based on a fair and equitable system of revenues and are adequate to maintain and deliver municipal services

**Perceptions of whether the City provides good value for tax dollars spent**



The City of Eugene has maintained an Aa2 or equivalent bond rating since 1957. The bond rating is an indicator of the City of Eugene's fiscal stability, encompassing financial management and the underlying revenue base. Eugene's excellent bond rating enables the City to borrow money for public projects at a lower interest rate and thus a lower cost to the public.

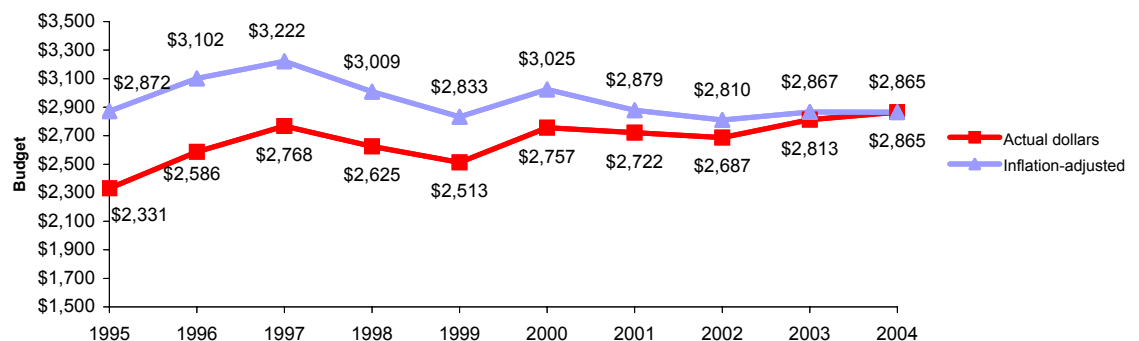
**City of Eugene budget, real vs. inflation-adjusted dollars (with 2004 as base year)**



Source: Consumer Price Index, Bureau of Labor Statistics, 1995-2004

Inflation-adjusted expenditures rose 19% from 1995-2004, mirroring a 19% population increase. Per capita expenditures remained flat.

**Per capita City of Eugene budget, real vs. inflation-adjusted dollars (with 2004 as base year)**



Source: Consumer Price Index, Bureau of Labor Statistics, 1995-2004

## **A few notes about this report**

*Community Snapshot* uses a broad range of data sources, including City of Eugene databases, Federal government statistics, and surveys. In most cases, data are reported on a fiscal-year rather than calendar-year basis. The measures tied to the Eugene Community Survey used the most up-to-date data for each measure, and the data-collection month and year are noted.

## **Where to find more information**

The indicators included in this report were selected because they shed light on the City's performance in those areas most closely related to City Council goals and because they focus both on the outcomes community members have identified as most important and on the most-used services.

*Community Snapshot* is meant to provide a quick, read-in-one-sitting summary of key measures rather than a complete and comprehensive review of all City services.

For more extensive performance reporting and financial data, the annual budget document offers a wealth of information online at:

<http://www.eugene-or.gov> (click on "finance" then "budget" under the "City quick links" heading)

The annual City of Eugene Community Survey offers information about community perceptions and priorities:

<http://www.eugene-or.gov> (click on "city hall")

Neighborhood-specific crime statistics are available on the City's website:

<http://www.eugene-or.gov> (click on "police")

Detailed information about the community's demographics can be found at:

<http://www.census.gov>

Annually updated population estimates for Oregon cities are available at Portland State University's Population Research Center:

<http://www.pdx.edu/prc/>

The Bureau of Labor Statistics offers a range of economic indicators:

<http://www.bls.gov>

## **How to get more involved**

Eugene offers many opportunities to get involved.

### **City Council meetings**

The Eugene City Council's formal meetings are held on the second and fourth Mondays of each month at 7:30 p.m. in the Council Chamber at City Hall. Work sessions are conducted in the McNutt Room of City Hall at 5:30 p.m. before each Monday evening meeting, and at noon on the second, third and fourth (and fifth if necessary) Wednesdays of each month.

Council meetings are open to the public except for executive sessions, and meetings and work sessions are also broadcast live on Metro TV, Comcast channel 21.

### **Public forums and public hearings**

Community members have about 50 opportunities each year to speak at a public forum or public hearing at a Eugene City Council meeting. In fiscal year 2004, there were 386 speakers at public forums and hearings.

### **Boards, committees and commissions**

The City has more than 30 boards, committees and commissions to which members of the public can be appointed. Recruitment is ongoing, with new members appointed each fall. In fiscal year 2004, there were more than 200 committee positions filled by Eugene residents.

Meetings are open to the public, and the weekly public meetings calendar is posted on the City's website.

### **Volunteer opportunities**

There are abundant volunteer opportunities in a broad range of assignments, including the Human Rights Support System, Volunteers in Parks and Volunteers in Policing. Surf the City's website to find opportunities that match your interests, from performing arts and the library to wetlands preservation.

### **Neighborhood associations**

Eugene has 19 neighborhood associations. Find yours online at <http://eugene-or.gov>.

## Mayor and City Council

Mayor Kitty Piercy  
Phone: 682-5010 Fax: 682-5414  
Kitty.Piercy@ci.eugene.or.us

Ward 1 Bonny Bettman  
Phone: 344-3150 Fax: 344-0855  
Bonny.S.Bettman@ci.eugene.or.us

Ward 5 Gary Papé  
Phone: 349-9939 Fax: 349-9939  
Gary.D.Pape@ci.eugene.or.us

Ward 2 Betty Taylor  
Phone: 338-9947 Fax: 338-9947  
Betty.L.Taylor@ci.eugene.or.us

Ward 6 Jennifer Solomon  
Phone: 461-3518 Fax: 461-4600  
Jennifer.L.Solomon@ci.eugene.or.us

Ward 3 David Kelly  
Phone: 686-3343 Fax: 345-6166  
David.S.Kelly@ci.eugene.or.us

Ward 7 Andrea Ortiz  
Phone: 688-5588 Fax: 682-5414  
Andrea.F.Ortiz@ci.eugene.or.us

Ward 4 George Poling  
Phone: 517-3110 Fax: 344-7927  
George.A.Poling@ci.eugene.or.us

Ward 8 Chris Pryor  
Phone: 484-6896 Fax: 682-5414  
Chris.E.Pryor@ci.eugene.or.us

Written correspondence:  
777 Pearl Street, Room 105  
Eugene, OR 97401

## Executive Management Team

Dennis M. Taylor  
City Manager

Angel Jones  
Executive Director  
Library, Recreation and Cultural Services

Jim Carlson  
Assistant City Manager and  
Executive Director  
Central Services

Susan Muir  
Executive Director  
Planning and Development

Tom Tallon  
Chief  
Fire and Emergency Medical Services

Bob Lehner  
Chief  
Eugene Police Department

Lauren Chouinard  
Executive Director  
Human Resource and Risk Services

Kurt Corey  
Executive Director  
Public Works

Contact the Public Service Specialist with questions and concerns about the City of Eugene.  
(541) 682-8478 or pso@ci.eugene.or.us



*City of Eugene    City Manager's Office    777 Pearl Street, Room 105    Eugene, Oregon 97401*  
*<http://www.eugene-or.gov>    (541) 682-5010*